



## Quantitative Performance

Efficiency Gains

File Management

Processing

Risk / RAO

Network integration

### Efficiency Gains

IRCC Paris has implemented Chinook tools. IRCC Paris officers use Chinook Module 3. When implemented in April 2018, results showed 30% increase in decision making efficiency for non-grouped, visitor e-applications. The TRU also uses Chinook Module 1 and Module 2.

All offices in the South East Asia network raised concerns with the GCMS malfunctions. A QA on officer productivity last week indicated strong processing officers were down to 60/day compared to their usual 75+/day. These outages and malfunctions are sadly outpacing the productivity gains from Chinook and causing frustration among staff.

IRCC Ankara Stats on PS752: 95+ Files Expedited, 24-Hour Max Processing Time: Over 110 people with friends or family who perished in the PS752 disaster have had direct assistance with their files from IRCC Ankara. TRU Manager personally fielded phone calls from clients, and staff worked or were on-call for four weekends during this period to keep inventories down as well as meet with clients to deliver visas in person. Chinook was used to find clients before they contacted the mission, reach out, and expedite proactively: more on this in the innovation section.

IRCC Ankara Finds Files of Persons Affected by Flight PS752 in Chinook: IRCC Ankara is searching in Chinook Module 1 daily for applications with incomplete fees. Given that the Ankara/Istanbul VACs has been briefed on fee exemptions, files of Iranian applicants affected by flight PS752 appear in the incomplete fees task. This allows Ankara to find and contact clients proactively as soon as the file is promoted by OSC.

In a highly successful model of Activity Based Processing using Chinook, CN took on eligibility decisions and other activities for 90% of Iranian eApp Study Permits on 1 June 2019. This adds to the 100% eligibility and final decisions on Iranian TRV eApps which CN took on in April 2019, and pre-assessment for all Ankara TRV and SP eApps which has been performed by OSC since summer 2018

IRCC London is using Chinook in order to gain efficiencies when processing TR applications and innovatively as an up-front risk assessment tool. Module 3 (Decision-makers) full implementation in 2018 was one of the reasons TRU was able to significantly increase (more than double) TR output that year, while also improving the consistency of decision-making given the large amount of file information and historical data that is now in front of the deciding officer. This trend continued in 2019, with officers processing e-Apps exclusively using Chinook, likely contributing to another 40% increase in TR output in 2019 compared to 2018

IRCC Nairobi found that average productivity for officers processing TR has been increased by approximately 18% through the use of Chinook.

IRCC Rabat has continued to make improvements to processing through the use of Chinook. All staff are being familiarized with Module 1, and taking steps towards adapting Module 2 for regular use in pre-selection of Students in 2020.

IRCC Bucharest is currently exploring ways to use Chinook to pre-screen in order to further gain efficiency and thereby be able to deal with all IRCC Bucharest and IRCC Paris.

IRCC Beirut's use of Chinook Module 3 is now systematically being used for processing of VAC files which, beyond efficiency gains, also allows for regular processing during outages. TR processing is also fully compliant with Module 1 rules.

IRCC Riyadh identified the enhancements to Chinook (Module 3) in 2019, made processing of complete e-applications faster. This has allowed for greater flexibility for resources to be used in other areas such as integrity reporting and verification of documents and information. Chinook Module 3 became the norm in April 2019. This has had a significant impact on productivity for both e-apps and paper applications when used by experienced officers.

IRCC Lima's decision makers use Chinook as a processing aid to optimize e-apps. With the updated Chinook 2 module that pre-assessors are now using, officers are now able to

IRCC Sao Paulo's officers have noted that Chinook enables more efficient and faster decision-making.

IRCC Rome continues to support the development of new modules and tools in CHINOOK and currently use all available working modules available in CHINOOK to improve processing efficiency.

## **File Management**

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IRCC Bangkok has found that processing support tools such as Chinook and SEAWEEED have contributed to better file management and processing thus allowing Bangkok to continue to meet departmental service standards without need of temporary duty officers or increased staffing. Additionally, IRCC Bangkok benefited from SEA Chinook refinements to streamline processing of applications.

IRCC London adopted Module 1 to manage its large TR e-App caseload. Module 1 has made assigning files, and following-up, easier and more efficient; and by eliminating the need for frequent large queries, has allowed PAs more time to focus on value-added support tasks.

IRCC Mexico's ASU started using Chinook Module 1 to manage e-App file movement through the pre-assessment process. This has shortened timelines for eApp pre-assessment and enables the ASU to more efficiently manage non-compliant eApps (fees and biometrics). As pre-assessment and processing are now standardized via Chinook across the area, the ASU is developing a portfolio of offices able to support other offices as needed; this capacity will complement the centralized capacity in the ASU.

IRCC Ankara monitors its application volume on a daily basis with the help of Module 1 in Chinook. More specifically, the number of applications from Iran is kept under systematic review in light of the work sharing agreement with CPC-O. However, unlike the China and India work sharing arrangements that preceded it, the Iran arrangement is entirely activity based, using Chinook module one as the basis for

determining which cases or activities should be done where, which allows it to be both more efficient but also principled in terms of where value can most effectively and efficiently be added

IRCC Paris a aussi expérimenté avec les filtrages possibles dans Module 3 pour distribuer des dossiers selon des profils qui a eu l'effet d'augmenter l'efficacité des agents. Le Module 1 est aussi utilisé, ainsi que le module 2 pour le polissage des supervisa (introduit fin 2019). Les plans d'élargir l'utilisation de module 2 sont en place pour janvier 2020.

## Processing

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IRCC Rabat was able to mitigate some processing delays through the implementation of Chinook.

IRCC Jakarta is using Chinook and the SEAWEED workload distribution system to help ensure that paper/e-app processing times remain consistent. With the adoption of Chinook for e-app decision making, IRCC Jakarta has allowed it to increase its e-app processing speeds.

IRCC Singapore utilizes Chinook Module 3 to streamline TRU processing in most TR categories with the most benefit being seen on TRV eApps; especially its lower risk TRV eApps. Chinook Module 2 is also used for pre-assessment.

IRCC Islamabad has found that Chinooks ensures consistent decision making. Through the expansion of the use of Chinook and Answers to help identify lower risk cases, monitor officer decisions and provide officer feedback in order to bring refusal rates into line with decision making averages

IRCC New York found that Chinook Module 1 presents an opportunity to limit manual interventions and automatically create pushback/pullback lists and case load assignments. New York will work with INHQ / RIC and CN to explore how best to benefit from this in the US Network / CN integrated processing model context where TR volumes in New York are smaller than large processing offices

IRCC Ho Chi Minh identified that the information in pre-assessments is more standardized and consistent, making it easier for officers to review. Officers are able to make decisions much more quickly than before with more client and application information presented in a condensed format within Chinook, reducing navigation in GCMS

IRCC Bangkok's TR intake continues to grow, currently 6% above 2018 levels. Growth was slow to start in 2019 until the Bangkok VAC put measures in place to accommodate increased application demand and increased biometric collection capacity. The use of Chinook and support from regional work-sharing has ensured that service standards have been maintained for IRCC Bangkok's region

## Risk / RAO

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s.16(1)(b)

s.16(1)(c)

## Network Integration

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IRCC Bucharest uses Chinook to assist IRCC Paris as part of a work-sharing arrangement.

The INZ emphasis on monitoring decision-making is one that has direct applicability to IRCC's expanding work-sharing world. With large numbers of officers across the network processing files they are unfamiliar with and, often, geographically distant from,